

EYES ONLY

PER-1



FBIS 1174/88

MEMORANDUM FOR: Chief, Administrative Staff, DS&T

FROM: R. W. Manners  
Director, Foreign Broadcast Information Service

SUBJECT:

DS&T/FBIS/PERS.

/25SEP88

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EYES ONLY

**SECRET***Registration***ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

*per-1*FROM: R. W. Manners  
Director, Foreign Broadcast  
Information Service

EXTENSION

NO. FBIS-0195-88

DATE 19 August 1988

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TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. "PES" Team Leader  
IG Staff  
Room 6E18, Headquarters

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The attached are keyed to the questions provided in your 3 August memo relative to employee evaluation, promotion, and counseling system. If I can provide any additional information, please call.

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R. W. Manners
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Responses to Questionnaire on Employee Evaluation, Promotion, and  
Counseling System

A. GENERAL QUESTIONS

1. FBIS has its own employee handbook, which includes an explanation of the PAR process and panel system. The handbook is currently under revision, and when the updated version is complete, copies will be made available to all employees. It has been some years since the handbook was last revised. It will be reviewed on a regular basis in the future.

2. PAR guidelines and the evaluation criteria and process are part of a briefing package that is provided to all new employees at the FBIS Orientation, given quarterly for new EOD's. This package is also used by the Special Assistant for Career Development when counselling employees on the PAR and subpanel system.

3. The FBIS Career Service Panel (CSP) is chaired by the Director, FBIS and is composed of the following members:

- Deputy Director, FBIS
- Chief, Operations Group
- DC/Ops, C/DRD, C/MOD (rotates)
- Chief, Analysis Group
- DC/AG, C/USSR/E, C/C/TW (rotates)
- Chief, Production Group
- DC/Prod, C/UD, C/NEAD, C/ELAAD, C/JPRS, C/S&TC (rotates)
- Chief, Engineering Support Group
- DC/ESG, C/HED, C/FED, A/ADD (rotates)
- Chief, Executive and Planning Staff
- Chief, Administrative Staff
- Adviser: Special Assistant for Career Development
- Executive Secretary: Chief, Personnel Branch

FBIS has a system of nine subpanels which do adequately represent the composition of the group of employees to be evaluated.

Membership on both the CSP and subpanels is determined by position. Some members remain as long as they are incumbents of the designated positions. Part of the membership of both the CSP and the subpanels rotate annually among a selected number of positions. Information on the composition of the CSP and subpanels is readily available to employees in FBIS Notices, in a new employees' briefing package, and from the office of the Special Assistant for Career Development upon request.

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B. EVALUATION

1. Documentation used in the evaluation process: "soft" personnel file, PARs, any other relevant written documentation such as memos, log notes, interim supervisor evaluations.

2. Worksheets are used at the annual full subpanel evaluations. They are prepared in advance by one responsible panel member in consultation with the supervisor. They are discussed and may be further revised during the subpanel proceedings.

3. The component director and other senior component managers do not guide and have no influence on subpanel deliberations. The CSP has the right to change subpanel recommendations and does so occasionally. More frequently, the CSP charges the subpanel to review its recommendation in light of the CSP deliberations and extra evidence. Changes are documented in the CSP minutes. Reasons for changes are relayed to the subpanel by a CSP member or the Special Assistant for Career Development.

4. Minutes are kept on CSP and subpanel meetings. They are made available to all members involved and are retained in the office of the Special Assistant for Career Development for several years.

5. First-line supervisors are routinely consulted before the subpanel process. They may attend subpanel proceedings as an adviser at the chairman's request.

6. There are no quotas for Category I and Category IV employees. Category IV employees are notified of their status by memorandum and their cases are tracked by the Special Assistant for Career Development or Deputy Director, FBIS as appropriate.

7. Employees with less than the required time-in-grade are evaluated on the same basis as those who have time-in-grade.

8. All employees are comparatively ranked in that at the annual subpanel ranking session they are assigned a Category ranking. They are not ranked numerically within the Category, however. Only employees recommended for promotion are listed numerically in order of priority for promotion.

C. PROMOTION

1. The initial promotion recommendation is usually made by the subpanel, on the basis of input from the employee's office. Occasionally the initial promotion recommendation is made in the CSP.

2. The CSP accepts the subpanels' rankings and recommendations as advisory input but, as mentioned above, changes the subpanels' recommendations only occasionally.

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3. In deciding who to promote, the subpanels and CSP normally abide by time-in-grade guidelines. Guidelines are occasionally disregarded, however, for employees with exceptional qualifications and performance, especially at the lower grades, and in Category I.

4. Out of cycle promotions are permitted. They are submitted by the employee's office to the CSP outside the normal subpanel process. This is a rare occurrence in FBIS.

5. Performance, potential, whether or not the individual is in the grade of the position, time-in-grade are all considerations. Headroom is not a consideration for the subpanels but is taken into account by the CSP.

6. Personnel on rotations are given equal consideration for promotion. Three FBIS employees at various grades were given promotions last year while on rotation. It is a duty of the Special Assistant for Career Development to track and advocate employees on rotational assignments.

7. Subpanels are not aware of the headroom situation when they are deliberating. The overall amount of headroom in FBIS is allocated by the CSP as it sees fit, rather than allowing each group to control its own headroom. Thus a qualified employee may be promoted against the headroom of another group. If there is insufficient overall headroom, the qualified employee probably will not be promoted, although the Director/FBIS may choose to exceed headroom.

8. Promotions and other forms of performance recognition are personally presented by the Director, FBIS in the employee's office. They are also publicized in the FBIS Newsletter.

D. COUNSELING/FEEDBACK

1. Feedback from the CSP and subpanel meetings is available to employees and first-line supervisors upon request. They may ask either orally or in writing. Employees in grades GS-13 and below receive feedback from the Special Assistant for Career Development; GS-14 and above from the Deputy Director, FBIS.

2. Worksheet comments as well as the Category ranking are made available to the employee and the first-line supervisor on request.

3. There are no periodic reminders, but the information is available in the FBIS Notices, the Employee Handbook, and in briefing handouts. The broader theme of career development, however, is constantly discussed.

4. Feedback and guidance are provided to rotatees on request by the Special Assistant for Career Development or the Deputy Director, FBIS as appropriate.

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E. OTHER QUESTIONS

1. Assignments of SIS personnel below the Deputy Director level are made by the Director and Deputy Director, FBIS with the concurrence of the DDS&T. An Assignment Panel, chaired by the Director, FBIS and composed of the Deputy Director and the group chiefs, approves all GS-15, GS-14, and selected GS-13 assignments. Other GS-13 assignments are recommended and approved by group management.

2. Recommendations for quota courses, schools/sabbaticals, and rotational assignments come from group management. They are approved by the CSP and forwarded as necessary to the DS&T for its CSB.

3. Subpanels and group/division management recommend performance awards and other forms of recognition. They are approved by the CSP.

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06 AUG 1988

TO: Director of Foreign Broadcast Information Service

FROM: Evaluation and Promotion System Inspection Team,  
Office of the Inspector General

SUBJECT: Questionnaire on Employee Evaluation, Promotion,  
and Counseling System

1. As you no doubt know, the Inspector General is reviewing the Agency's employee evaluation, promotion, and counseling system. The inspection is routine and is aimed solely at determining if the system is working well, and if not, what changes might be made to bring about improvements.

2. The purpose of the attached questionnaire is to familiarize the IG team with your component's employee evaluation, promotion, and counseling policies and procedures as part of the team's review of this issue Agency wide. In addition to this questionnaire, the team plans to interview senior officers, career management personnel, panel and subpanel members, and other employees as deemed appropriate in each component.

3. It is requested that the officer designated to complete the questionnaire on behalf of a component or subcomponent be identified by name, telephone number, and office in the spaces indicated on the instruction sheet. This will enable the IG team to contact that person in the event there is a need to do so.

4. Your cooperation in insuring that the questionnaire is completed and returned to the IG team by the date shown on the instruction sheet will be greatly appreciated. Members of the team (names and phone numbers are provided on the instruction sheet) are available to answer any questions or provide assistance.

5. Many thanks for your cooperation and assistance.

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INSTRUCTIONS FOR COMPLETING IG QUESTIONNAIRE

1. The attached questionnaire is designed to help familiarize the IG team with your component's policies and procedures in evaluating, promoting, and counseling its employees. Your answers, along with the team's review of other documentation and interviews with employees, will greatly assist the team as it looks at these issues Agency wide.

2. Please respond to each question in as much detail as is necessary to provide an adequate reply or explanation (use separate sheets of paper if necessary and attach to the instruction sheet). If the question is not applicable to your component or not entirely appropriate, please respond to the extent possible, or indicate that the question as posed cannot be answered. If a particular question invites further comment on a related but unaddressed issue, please feel free to address that issue.

3. Due to the use of different terminology and procedures by the Directorates, some questions may not appear to be applicable, or may not be completely understood. For the purposes of this questionnaire, the following terms have been adopted:

Component - A subgroup of a directorate (e.g., an office in the DI, such as SOVA, or a division in the DO, such as LA.)

Panel - A component's principal career management body (may be called a Board in some components).

4. Please complete and return this questionnaire to:  
"PES" Team Leader, IG Staff, Rm 6E18 Hqs, by 19 August 1988.  
 If the respondent has questions or would like to go over the questionnaire with a team member, please feel free to contact any of the following:


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5. If the component has an employee handbook that describes the evaluation and promotion system, please include a copy when returning this questionnaire (a few components have already sent copies, in which case this instruction may be disregarded).

Respondent:

R. W. Manners

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(Telephone)

FBIS

(Office)

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A. GENERAL QUESTIONS:

1. Does the component have its own employee handbook, and if so does it include an explanation of the performance evaluation process and panel system? Are all employees provided copies, or are office copies readily available for their review? How often is the handbook reviewed and updated?

2. Are PAR guidelines and the evaluation criteria and process routinely and periodically publicized for the benefit of employees (and supervisors)?

3. What is the membership of the component's career service panel(s)? Are subpanels used? Do these bodies adequately reflect the composition of the group of employees to be evaluated (e.g., an appropriate representation of females, minorities, etc.)? How often and on what basis does panel or subpanel membership change? Are employees of the component routinely informed of who sits on the panels and subpanels?

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B. EVALUATION:

1. What documentation is used in the evaluation process (e.g., official and "soft" personnel files, bio sheets, PARs)?
2. Are competitive evaluation forms (CEF) or other types of worksheets used? Who prepares them, and is this done in advance of the evaluation meeting (by a supervisor) or at the meeting? If done in advance, are the CEF's further revised during the panel proceedings?
3. To what extent do the component director or other senior component managers guide or influence the panel or subpanels and the outcome of their deliberations? How often are subpanel or panel recommendations changed by senior management? How is this documented? Are the panels given the reasons for the changes?
4. What documentation is kept on the proceedings of panel and subpanel meetings? To whom is this documentation made available? How long is it kept?
5. Are first-line supervisors consulted before/during/after the panel process--routinely, sometimes, or not at all? Are they permitted to observe the panel proceedings and comment on their respective employees?
6. Are panels routinely provided, or do they establish any quotas on the percentage of Category I's or Category IV's? What procedures are followed in notifying and tracking Category IV employees?
7. Are employees with less than the recommended time-in-grade evaluated on the same basis as those who have met the time-in-grade? If not, how does the process differ?
8. Are all employees comparatively and numerically ranked within career fields ("categories" in the DO), or just those who are recommended for promotion?

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C. PROMOTION:

1. Who makes the initial promotion recommendation--the employee's office, the subpanel, or the panel?
2. Does the panel accept its subpanels' rankings and recommendations as firm, or merely as advisory input into its promotion deliberations?
3. How does the panel deal with time-in-grade guidelines in deciding who to promote? Does it disregard the guidelines if an employee has demonstrated exceptional qualifications and performance?
4. Are out-of-cycle promotions permitted? How are these handled by the panel?
5. In addition to performance and potential, what other factors are taken into consideration in approving a promotion (e.g., headroom, career field)?
6. Are personnel on rotations given equal consideration for promotion?
7. How is headroom allocated? Are subpanels aware of the headroom situation when they are deliberating? What happens to a promotion-qualified employee if there is no headroom?
8. How are promotions and other forms of performance recognition announced/publicized?

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D. COUNSELING/FEEDBACK:

1. How do employees (and first-line supervisors) receive feedback from panel or subpanel meetings? How do they request it, who gives it to them?

2. Are the CEF scores or worksheet comments made available to the employee and first-line supervisor, or just the Category ranking (e.g., Cat I, II, etc.)?

3. Are employees periodically reminded of how they can get feedback and/or counseling?

4. How are employees on rotation handled? Is there a manager or panel member assigned to provide feedback and guidance to the rotatee?

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E. OTHER QUESTIONS:

1. Who recommends and approves assignments at each grade level from GS-13 to SIS-2?

2. Who recommends and approves candidates for quota courses, schools/sabbaticals, and rotational assignments?

3. Who recommends and approves performance awards and other forms of recognition?

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**EYES ONLY****CONFIDENTIAL***Regulatory**PER-1***ROUTING AND RECORD SHEET****SUBJECT:** (Optional)**FROM:**R. W. Manners  
Director, Foreign Broadcast  
Information Service**EXTENSION****NO.**

FBIS-0079-88

**DATE**

18 April 1988

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**TO:** (Officer designation, room number, and building)**DATE****RECEIVED****FORWARDED****OFFICER'S  
INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)1. Deputy Director for  
Science and Technology  
Room 6E45, Headquarters

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